Keeping up with Technology - Incremental Capability Provision

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Keeping up with Technology - Incremental Capability Provision

- Smart Acquisition
- Why do we need it?
- Application to Reality
- Lessons learned

Smart Acquisition

Aim:

"To enhance defence capability by acquiring and supporting equipment more effectively in terms of time, cost and performance"

Why do we need it?

- Reducing dominance of Defence in technology and commerce.
- Need to reduce the "time to market" of military capabilities.

Incremental Acquisition

- A fundamental concept from the UK Defence Review Acquisition Organisation studies in 98
- Built on best practise already widely deployed throughout many Defence programmes.

Where can it be applied?

- Almost anywhere!
- Wide ranging examples include:
 - Type 45 Destroyer
 - Challenger Tank
 - Typhoon
 - Operational C4 Systems













Key Differences for C4I Acquisition

- Time
 - we need the capability now
 - cannot afford project approvals delays
- System complexity
- System life expectancy is shorter
- Continuously emergent requirements
- The target is accelerating away

Programme Examples

- Royal Navy Command Support System (RNCSS)
- Joint Operational Command System (JOCS)
- Both procured from the same supplier (EDS Defence Ltd) using different procurement models

Royal Navy Command Support System

- Detailed requirement capture 1991-1996
- Project approval given in 1996 and a single contract placed with prime contractor in Jul 96
- Incremental software deliveries to end 2001
- Outcome
 - Customer expectations and needs have changed in the intervening period
 - Significant effort required to re-focus capabilities.



Joint Operational Command System

- Requirements capture in 1995/6
- Approvals obtained for overall project
- Each increment contracted individually
- Increment delivered within 12-18 months of contracting
- Outcome
 - User revisits the detail of the requirement regularly
 - Less detail on precise capability up front
 - Delivered capability was matched to new technology and User needs



Lessons Learned

- Flexibility
- Have a single consistent requirement
- Gainshare
- Track the commercial market

Incremental Acquisition Process

- Obtain approval for the whole programme.
- Define the initial capability in detail and broad understanding of later increments.
- Recognise the need for regular capability roll out, both for maintenance and new capabilities.
- Leave scope for re-prioritising.
- Add increments as identified.
- Decisions must be made on a whole life cost of ownership basis.

Incremental Issues

- Do not define the total programme capability delivery in detail at the outset.
- If you overspend in the early phases, later phases can fall short of User expectations.
- Commitment to infrastructure is made early (and may not support future detailed requirements).
- Getting agreed and consistent priorities is difficult.
- An increment is only a part of the system and cannot be considered in isolation.
- Can be dealing in all phases of a project at once.

Close

- Incremental capability provision is a viable solution to C4I acquisition.
- It is not a new concept but a wider understanding of process is emerging.
- Success requires:
 - Close Customer and Supplier contact
 - To understand the risks you are exposed to
 - Flexibility

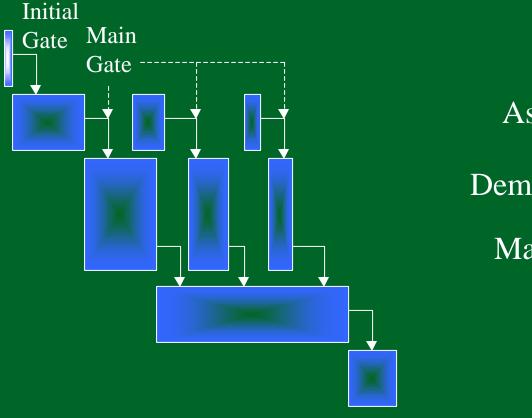
Further information:

- Acquisition Management System
 - •via www.mod.uk

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Incremental IS Procurement Model



Concept

Assessment

Demonstration

Manufacture

In Service

Disposal